

740 87-0142

10 November 1987

JUDGE:

RE: Discussion with New SIS Officers
12 November 1987
DCI Conference Room
10:00-11:00

You are scheduled to welcome new members of the Senior Intelligence Service into the cadre of future leaders, to present some of your ideas about leadership in the Agency, and to discuss what is expected from members of the Senior Intelligence Service in helping to accomplish your plans for the Agency.

STAT You will meet with new members of the Senior Intelligence Service just before they participate in a week-long training seminar--the focus of the seminar is leadership. Specifically, the participants will be looking at effective and ineffective leadership. They will examine successful leaders to determine what made them successful. They will also look at leaders who got in trouble to see if and how they got back on track. In addition, participants will look at ethics and values in organizations.

STAT During the week, the participants will hear from three outside
STAT speakers:

The Office of Training and Education (OTE) states that its goals for the course are to provide the participants with access to senior officers in the Agency, to allow them to talk to senior officers in an informal way, and to meet each other and find out what is going on in other offices. Additionally, OTE hopes that the Executive Seminar will encourage the new SISers to begin to think globally about the Agency, to begin to appreciate the "big picture," and move beyond their individual contributions as experts in specific fields.

STAT



Bill Baker

Attachment:
Proposed outline

PROPOSED OUTLINE
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
BEFORE THE
NEW SENIOR EXECUTIVES
NOVEMBER 12, 1987

OVERVIEW: DISCUSSION OF WHAT IS EXPECTED OF LEADERS IN THE AGENCY. SUMMARY OF WHAT HAS BEEN ACCOMPLISHED THROUGH STRONG LEADERSHIP AND NEW AREAS OF EMPHASIS.

I. WHAT IS EXPECTED OF LEADERS IN THE AGENCY?

A. INTEGRITY AND DIRECTION.

1. ABSOLUTE FIDELITY TO LAW.
2. ABSOLUTE VERACITY TO THOSE IN GOVERNMENT WITH WHOM WE WORK.
3. CLEAR SENSE OF WHAT WE MUST ACCOMPLISH.

B. COMMUNICATION.

1. CLEAR STATEMENT OF WHAT WE EXPECT FROM OTHERS.
2. KNOWLEDGE OF WHAT OUR WORDS AND ACTIONS PROJECT.

II. WHAT HAS BEEN ACCOMPLISHED THROUGH STRONG LEADERSHIP?

A. IN GENERAL--AN IMPRESSIVE REPUTATION FOR DEDICATION AND COMMITMENT.

B. SPECIFICALLY, A SERIES OF SUCCESSES IN OPERATIONS, ANALYSIS, AND SUPPORT MADE POSSIBLE BY COOPERATIVE EFFORT.

1. EXAMPLES FROM OVERSEAS TRAVELS.

A. SINCE JUNE HAVE VISITED 11 COUNTRIES.

B. IMPRESSED BY KEY CIA PERSONNEL WORKING ABROAD.

C. ESPECIALLY IMPRESSED BY INTERACTION BETWEEN CHIEFS OF STATION AND AMBASSADORS.

STAT

D.



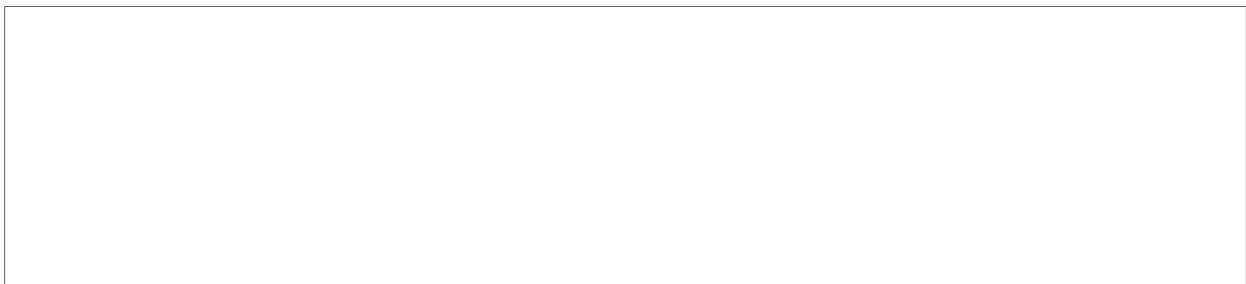
III. NEW AREAS OF EMPHASIS.

A. TASK FORCE REVIEW OF INSPECTOR GENERAL'S ROLE (ANNOUNCED IN DCI STAFF MEETING 3 NOVEMBER).

1. NEED FOR "BEST AND BRIGHTEST" FROM MANY DISCIPLINES TO LEND EXPERTISE TO IG STAFF.
2. NEED FOR IG ASSIGNMENT TO BE PART OF A CAREER DEVELOPMENT PATH.

B. STEPS TO ENSURE INTEGRITY AND OBJECTIVITY OF ESTIMATIVE PROCESS.

1. GUIDELINES FOR PROCESS OF INTER-AGENCY PRODUCTION HAVE BEEN COMPLETED.



STAT

D. IMPORTANCE OF MUTUAL TRUST WITH OVERSIGHT COMMITTEES.

1. MONTHLY MEETINGS WITH LEADERSHIP OF THE SENATE SELECT COMMITTEE ON INTELLIGENCE AND THE HOUSE PERMANENT SELECT COMMITTEE ON INTELLIGENCE.

2. NEED FOR ENVIRONMENT OF HONEST EXCHANGE TO DEVELOP
MUTUAL TRUST.

IV. CONCLUSION.

--ONLY THROUGH OUR INTEGRITY AND COMMITMENT TO CAREFUL, REASONED ACTION CAN WE DEMONSTRATE OUR LEADERSHIP. INTEGRITY AND COMMITMENT IS WHAT WE ASK OF THOSE WE LEAD--AND, TO AN EVEN GREATER EXTENT, THAT IS WHAT WE MUST ASK OF OURSELVES.